Canada Revenue
Agency

Agence du revenu
du Canada

SUSTAINABLE DEVELOPMENT STRATEGY 2004-2007

Canada

Message From the Minister

Protecting and enhancing the quality of life of all Canadians is central to our Government's agenda for the 21st century. Canadians value both economic and social development that at the same time preserves and improves our shared environment. Reconciling economic development, social equity, and environmental quality is what sustainable development is all about. Our responsibility to Canadians is to ensure that our policies and programs meet the needs of today and plan for the challenges of tomorrow. We are committed to building a truly modern 21st century economy that will meet the demands for job creation, economic security, and improved living standards while at the same time allowing all Canadians to pursue the social objectives at the foundation of our quality of life—including health, education, and protection of the environment—now and for future generations.

As a sizeable federal government institution, the Canada Revenue Agency (CRA) can make a positive and significant contribution to the Government of Canada's sustainable development agenda. In particular, we can show leadership by conducting our business in a manner that incorporates environmental responsibility and stewardship. This document, *Sustainable Development Strategy 2004-2007*, recognizes our achievements to date and affirms our resolve by broadening our perspective and commitment to sustainable development. It pledges achievable goals that will see our organization evolve into a globally recognized best practices organization for sustainable development; and it sets out stringent measures for performance, accountability, and transparency.

The CRA recognizes that sustainable development is not an objective that can be achieved overnight or with a one-time effort. Rather, progress comes one step at a time—through planning, action, learning, and improvement. Step by step, through the principles of sustainable development, the CRA is committed to serving Canadians, making Canada a better place to live now and in the future. I am committed to our shared success.

Hon. Stan Keyes, P.C., M.P.
Minister of National Revenue

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Sustainable Development Commitment

In August 2002 in Johannesburg, South Africa, the United Nations hosted the World Summit on Sustainable Development. The summit brought together tens of thousands of participants to focus the world's attention and direct action toward improving people's lives and conserving our natural resources in a world that is growing in population, with increasing demands for food, water, shelter, sanitation, energy, health services, and economic security. [1] Collectively, the summit resolved to advance and strengthen the interdependent and mutually reinforcing pillars of sustainable development – economic development, social development, and environmental protection – at the local, national, regional and global levels. [2]

Canada participated at the World Summit on Sustainable Development, where it tabled a national report on its progress towards sustainable development over the past decade. In the report, Canada concluded that its overall performance was consistent with that of most of its industrialized peers: its standard of living, its ecological footprint, the longevity and education of its citizens were all broadly comparable to those of G7 countries. [3] In the same year as the summit, Canada's Speech from the Throne clearly detailed the need for Canada to focus on a longer-term vision for sustainable development based on quality of life for Canadians. It provided direction for Canada to move forward on broader themes such as conserving the health of the environment and ensuring competitive cities and healthy communities. Canada is currently solidifying its commitment to sustainable development by building a federal strategy with a clear vision for the future.

CRA sustainable development vision

In its second sustainable development strategy, the Agency committed to a vision that stated its intention to contribute to a prosperous economy, a vibrant and just society, and a healthy environment for current and future generations. In preparing for its third strategy, the CRA updated its vision to make it more specific and understandable to employees and the public. The vision commits the CRA to become a globally recognized best practices organization for sustainable development, through the way it manages its operations and delivers services to the public. The vision is based on the CRA's mandate, and in the context of delivering value to clients through its programs and services. The vision supports the Government of Canada's sustainable development agenda.

> **CRA Sustainable Development Vision**
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> To be a globally recognized organization for best practices for sustainable development: We will promote compliance with Canada's tax legislation while ensuring a sustainable environmental footprint of our operations and service delivery.

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[1] United Nations official Web site of the Johannesburg Summit 2002
http://www.johannesburgsummit.org/html/basic_info/basicinfo.html
[2] United Nations, Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August – 4 September 2002
[3] Canada's national report for the World Summit on Sustainable Development 2002, Sustainable Development, A Canadian Perspective

CRA Sustainable Development Policy

It is the policy of the Canada Revenue Agency to carry out its mandate in a manner consistent with the principles of sustainable development and to promote sustainable development opportunities and obligations with respect to economic growth, social well-being, and a healthy environment thereby enhancing services to Canadians.

Policy Objective: The objective of this policy is to incorporate the principles of sustainable development into CRA programs, policies, and operations. Consistent with general management principles of the federal government, the sustainable development principles include the following:

- **Leadership**: promote sustainable development through actions, policies, and programs;

- **Accountability**: define and be held accountable for assigned roles in supporting sustainable development;

- **Integrated decision-making**: integrate sustainable development into decision-making rules, processes, and institutions;

- **Informed decision-making**: provide the necessary knowledge, information, and learning opportunities to support the incorporation of sustainable development principles relating to economic, social, and environmental considerations into decision making;

- **Results-based approach**: take actions to ensure measurable progress towards sustainable development;

- **Shared responsibility and cooperation**: work with colleagues, clients, and partners to achieve shared goals and objectives; and

- **Environmental stewardship and compliance**: meet or exceed federal environmental legislation and implement best practices.

Application: This policy applies to all CRA employees, at all levels, and in all branches and regions.

Requirements: Sustainable Development is everybody's responsibility. To incorporate sustainable development into its culture, the CRA will:

- Consider economic, social, and environmental factors when developing or amending policies, programs, or operational procedures, guides, standards, agreements, and contracts;

- Integrate sustainable development into corporate, branch, and regional planning processes as outlined in its SD Strategies;

- Develop appropriate performance measures for sustainable development commitments and integrate them into the CRA Annual Report (Balanced Scorecard);

- Prepare annual reports on the progress made on commitments in the SD Strategy and demonstrate continual improvement;

- Work with other organizations where appropriate to advance shared/common sustainable development objectives;

- Support the federal government in its work to coordinate sustainable development efforts across government;

- Develop and implement the necessary tools and supports to evaluate and encourage management and employee contributions and leadership with respect to sustainable development;

- Communicate sustainable development opportunities and obligations, and provide learning opportunities on concepts, principles, and practices of sustainable development; and

- Meet its legislated responsibilities by updating its SD Strategy in consultation with its stakeholders, and tabling it in the House of Commons at least every three years.

Executive Summary

At the CRA, we believe that getting our own house in order is still the most effective way to contribute to sustainable development. The employer of more than 40,000 people, with operations in over 200 offices, we administer Canada's tax legislation. Through environmentally responsible management of our operations, and sustainable service delivery, we can contribute to a prosperous economy, a good quality of life for all Canadians, and a healthy environment.

> *Sustainable Development Defined*
>
> Sustainable development is popularly defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is choosing to conduct business in ways that will extend the benefits of economic prosperity to broader segments of the population, ensure universal access to social services, and preserve the health of the natural environment (land, air, and water).

The Agency's second sustainable development strategy put forward four goals: two directed at capacity building and two focused on reducing the effects of our operations and programs on the environment. Overall, we were pleased with our performance. We completed most of the framework to enable us to develop, implement, and measure performance of sustainable development at the CRA. We adopted a Sustainable Development Policy, strengthened our national SD Network, and established both a Learning Strategy for Sustainable Development and an online knowledge centre for employees. We significantly advanced our Environmental Management System (EMS) including finalizing the Environment Policy, developing and implementing Environmental Management Programs for the significant aspects of our operations, and further defining our environmental footprint.

While we did well in developing our sustainable development program, we need to continue to focus on integrating sustainable development principles into our daily decisions, and in monitoring and reporting progress.

This document—the CRA's third sustainable development strategy—is an update of the second strategy. Using our assessment results, we were able to make this third strategy more focused and strategically poised to advance the integration of sustainable development into our operations and service delivery. The strategy is a four part interconnected agenda that focuses on:

1. Environmental excellence in operations;

2. Sustainable service delivery;

3. Employee engagement; and

4. Modern sustainable development management.

The first two parts, Goals 1 and 2, demonstrate how we can influence our operations and business to be more sustainable. Goal 1 aims to reduce the effects of our internal operations on land, air, water and ultimately, surrounding communities. Goal 2 aims to demonstrate sustainable service delivery, and communicate our sustainable development commitment to the public.

The last two parts, Goals 3 and 4, focus on our employees and on managing sustainable development—they are the vehicles for achieving the first two goals. Goal 3 aims to have all employees apply sustainable thinking in their jobs and beyond, while Goal 4 seeks to modernize management frameworks, systems, and processes to enable us to integrate sustainable development into both our operations and service delivery.

By the end of this strategy, we envisage that we will have moved from moderate best practices to systematic environmental management of our operations; from limited to enhanced sustainable service delivery with systematic measurement of paper use; from minimal to moderate employee buy-in and support; from minimal to moderate sustainable development integration into programs, policies, and plans; and to a completed sustainable development framework.
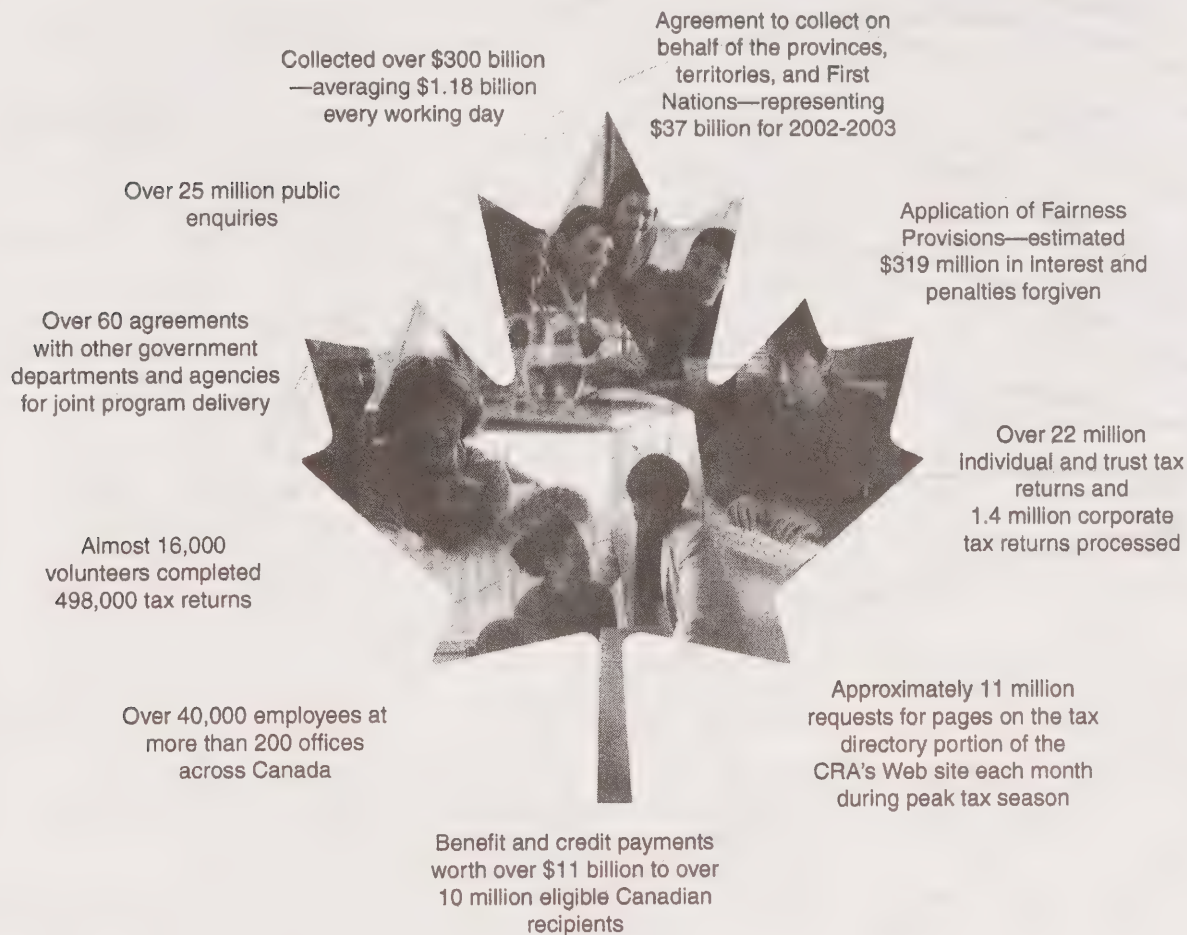
For this third strategy, we will use six mini-implementation strategies that will guide us to achieve our 3-year plan. These strategies are to engage leadership from management; provide effective and creative communications; provide simple and effective tools and support; support and enhance our national SD Network; target systems and templates as a way to integrate sustainable development into CRA planning activities; and assign appropriate resources.

Successful implementation of this third sustainable development strategy will require the commitment and involvement of all CRA management and employees. The senior-level executive Sustainable Development Champions will intensify visibility of sustainable development within the Agency and externally to the public. The Sustainable Development (SD) Division, the centre of expertise in Headquarters, will continue to be the main driving force for coordinating and supporting sustainable development, and for partnering with other government departments and stakeholders to advance our horizontal commitments. The national SD Network, EMS Committee, and various SD committees in all our branches and regions will support the mandate of the sustainable development program, and effectively enable us to truly make sustainable development a part of our business.

With strengthened leadership, our people firmly committed and enabled, and our systems and processes modernized, the CRA is poised for even higher levels of excellence in its operations and service delivery, using the principles of sustainable development as a launching pad.
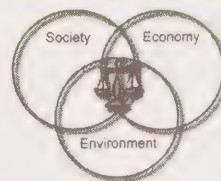
CRA in Brief

The CRA's mission is to promote compliance with Canada's tax legislation through communication, quality service, and responsible enforcement, thereby contributing to the economic and social well-being of Canadians.

Collected over $300 billion —averaging $1.18 billion every working day

Agreement to collect on behalf of the provinces, territories, and First Nations—representing $37 billion for 2002-2003

Over 25 million public enquiries

Application of Fairness Provisions—estimated $319 million in interest and penalties forgiven

Over 60 agreements with other government departments and agencies for joint program delivery

Over 22 million individual and trust tax returns and 1.4 million corporate tax returns processed

Almost 16,000 volunteers completed 498,000 tax returns

Over 40,000 employees at more than 200 offices across Canada

Approximately 11 million requests for pages on the tax directory portion of the CRA's Web site each month during peak tax season

Benefit and credit payments worth over $11 billion to over 10 million eligible Canadian recipients

The effects of and opportunities for sustainable development are woven throughout all of the CRA's internal operations and services to the public. The CRA has responsibilities as an employer, an administrator of federal laws and provincial and territorial agreements, a partner, a facilitator, and as a consumer of goods and services.

To achieve sustainable operations and service delivery, the CRA must understand how its everyday decisions affect finances (economy), people (society), and natural resources (environment). For example, by making a decision to ensure proper maintenance of its vehicle fleet, the CRA can achieve the following sustainable development benefits: economic—minimize the cost of health claims and sick days taken by employees affected by air emissions; social—minimize air emissions which cause allergies and asthma affecting human health; and environment—conserve the use of fossil fuels (e.g., gasoline).

Balanced decision-making

Society   Economy

Environment

A truly sustainable business decision will find an even balance among the three pillars of sustainable development.

The following table shows sustainable development opportunities for the CRA, based on their most prominent pillar—economic, social or environmental.

CRA Sustainable Development Opportunities

Economic	Social	Environmental
Promote voluntary tax compliance to **collect revenue** annually on behalf of provinces, territories, and First Nations.	Provide a healthy and productive work environment, and offer training and development programs for **employees**.	Enable employees to reduce the amount of solid waste (e.g., paper) generated at work, to **conserve resources** and minimize waste sent to **landfill sites.**
Pursue a **procurement** process that is both financially and environmentally responsible.	Administer benefits and credit payments to ensure that **low and moderate-income families** receive their rightful share of income-based benefits.	Reduce the use of paper in the delivery of our programs to the public, to conserve **Canadian and global forests**.
Increase outreach, expand electronic services, and improve accuracy when working with Canada's **small and medium size businesses**, so they can continue to make a significant contribution to Canada's gross domestic product, paid employment, and new job creation.	Co-ordinate the Fairness Initiative to ensure **fairness and client rights are satisfied**.	Improve energy efficiency in our buildings and ensure proper maintenance of our vehicle fleet to conserve our use of **fossil fuels** (e.g., gasoline, natural gas, oil).
Improve working relationships with **Canada's large businesses**, so they can continue to make a valuable contribution to the Canadian economy, global wealth, innovation, and competition across national boundaries.	Assist **Canadians** in meeting their tax obligations by providing improved access to information on the CRA's Web site, call centres, and volunteer tax-filing assistance.	Reduce the amount of greenhouse gas and other air emissions released from our vehicle fleet and employee travel to help improve **air quality** and reduce the effects of **climate change**.
Share tax and benefits knowledge and technology with **international partners and developing nations**, to assist them in their own economic stability.	Improve our services and cooperation with the **voluntary sector**, as they are an important contributor to the social fabric of Canadian communities.	As a major consumer of goods and services, **reduce consumption** through reuse, reduction, and recycling measures.
Work with **other government departments and agencies** on joint program delivery, which contributes to shared-federal objectives.		

Assessment of the Sustainable Development Strategy 2001-2004

To prepare our new strategy, it was important for us to review our past sustainable development performance and lessons learned. We assessed the *Sustainable Development Strategy 2001-2004* in two ways: first, our performance in implementing the targets of the strategy; and second, the results of internal and external reviews.

Achievements

The *Sustainable Development Strategy 2001-2004* was built on the foundation of the 1997 strategy. It put forward four goals to contribute to sustainable development: prepare managers, enable employees, establish green operations, and enhance programs. The first two goals were intended to help managers and employees integrate sustainable development "thinking and doing" into all aspects of the CRA's business. They were geared to prepare the way for positive outcomes on the other two substantive goals, where we took action to reduce the negative impacts of our operations and programs on the environment.

The strategy enabled us to substantially complete the framework that manages the development, implementation, and measurement of sustainable development at the CRA. With the combined effort of our national SD Network and employees, we completed the majority of the targets in the *Sustainable Development Strategy 2001-2004.*

Highlights

Goal 1 – Prepare Managers: By finalizing the Sustainable Development Policy, we outlined the responsibilities of the various agency stakeholders, including employees. We formalized a Learning Strategy for Sustainable Development, which directs how to integrate sustainable development into our learning culture. We improved the performance reporting process by developing an electronic reporting tool for use by the SD Network – further improvements will continue into the next strategy. We continued work to include sustainable development considerations in the business planning process by providing a sustainable development checklist for use by planners, and by piloting the SD Lens[4] to enhance its application.

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[4] A federal interdepartmental working group developed the SD Lens. The CRA tailored it for internal use.

Goal 2 – Enable Employees: We sought to engage employees through awareness tools, events, and other initiatives. We established a sustainable development knowledge centre on our internal Web site by launching the *SD Toolkit*. It was designed to be a fun and interactive electronic learning tool, packed with information and practical tips for the workplace, at home, and when traveling. We also prepared a sustainable development orientation manual for new employees. We promoted three annual Agency-wide events—Earth Day, Canadian Environment Week, and Waste Reduction Week. Environment Week was the most widely supported event, with employee participation for Commuter Challenge—an activity for the Week—continually increasing. Finally, we responded to our legislated responsibilities by providing specialized environmental training for targeted employees.

Goal 3 – Green Operations: We progressed further on developing our Environmental Management System (EMS), which is our way to systematically manage our environmental issues[5]. We developed Environmental Management Programs (EMPs) for the significant aspects of our operations. These range from fleet management, procurement, and paper, to facility issues such as solid waste. Each EMP includes targets and measures to effectively manage each environmental aspect. The EMPs are updated annually, and in 2002-2003, we completed the inaugural year of implementation. Achievement highlights included:

- **Fleet**: We purchased 3 electric-hybrid vehicles for our vehicle fleet, with short-term plans to purchase more.

- **Procurement**: We began to integrate green clauses in Requests for Proposals and other contracts, and included sustainable development criteria in selected materiel management courses.

- **Paper**: We established a baseline for the use of paper within the Agency and released a Reduction in Internal Paper Consumption Directive and Guidelines, as well as an intranet Web site called *Paper Talk*.

Goal 4 – Enhance Programs: In rolling out the 3-year strategy, we had planned to use the first two years to focus our efforts on capacity building, and the last year to address our program areas. Most program targets in the strategy related to initiatives that would have been pursued within the normal course of business and cannot be solely credited to the influence of the sustainable development strategy. These mostly relate to the *Government Online* drive towards electronic service delivery that supports ad-hoc paper savings. We are not yet in a position to systematically measure paper savings resulting from electronic services; however, this is an issue that will be addressed in the third strategy.

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[5] The EMS is comparable to the ISO 14001 standard.

Assessments and lessons learned

The assessment of *Sustainable Development Strategy 2001-2004* included an independent external assessment, an internal audit[6] of the sustainable development program, consultations with the SD Network, discussions with the Office of the Commissioner of the Environment and Sustainable Development, direction from senior management, and the experience of the SD Division in implementing targets.

An independent external assessment was done to compare the strategy to other national and international strategies; interviews were conducted with members of the SD Network; and a plan and direction for preparing the third strategy proposed. The main conclusions of the assessment were that we are on the right track and should not change the formula of the strategy. It was suggested that we strengthen the strategy's action plan by adopting a results-based approach. This approach shows the logical progression of how activities link to targets, objectives, goals, and, ultimately, longer-term outcomes.

We conducted an internal audit of the sustainable development program from December 2002 to February 2003. The objectives were to:

- Assess the management framework of the sustainable development program;
- Analyze the achievements of the *Sustainable Development Strategy 2001-2004;*
- Assess what changes/improvements have occurred; and
- Identify where change/improvement is needed.

The internal audit reported that major successes were achieved in developing the sustainable development program and in planning, while reasonable success was achieved in implementing the strategy. Monitoring and reporting on sustainable development progress were less successful as was integrating sustainable development into our business. Several of the recommendations proposed in the audit are being addressed as targets and activities in the third strategy.

Our consultations with the SD Network confirmed that it was essential that we continue to increase employee awareness of and engagement in sustainable development. This would be greatly helped by providing more tools and guidance for employees responsible for integrating sustainable development into planning, reporting, and auditing processes.

We solicited the advice of the Office of the Commissioner of the Environment and Sustainable Development on ways to improve our strategy. The Office confirmed the value of using a results-based approach and encouraged us to clearly demonstrate how the strategy would support and link to our corporate objectives and initiatives. They also suggested that we clearly explain the context and horizon for our goals and objectives and show their evolution from one strategy to the next.

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[6] The Office of the Commissioner of Environment and Sustainable Development recommends that Departments/Agencies conduct an internal audit and use the findings to update their strategies.

The findings from these sources confirmed many of our own observations, and consequently, we identified areas for improvement that have been addressed in the third strategy.

Since our first strategy in 1997, we have learned a tremendous amount and garnered increased support along the way. To date, most progress has been realized during implementation of our second strategy (2001-2004), and we are improving each year.

Visit the sustainable development page on the CRA Web site for more information on its annual performance on sustainable development at http://www.cra-arc.gc.ca/agency/sustainable/menu-e.html

Sustainable Development Strategy 2004-2007

Operating context

We are entering the fifth year of operation as an agency, a status that came with the promise of providing better service to Canadians. To deliver on this promise, the Agency has embarked on a far-reaching change agenda. We have been taking advantage of the flexibility provided by our agency status to implement a range of reforms to better meet our mandate. The reforms address transformation of core business, human resource management, administrative management, and transparent management for results. Innovation is the driver for all these change objectives, which are geared to help us realize the full potential of our agency status.
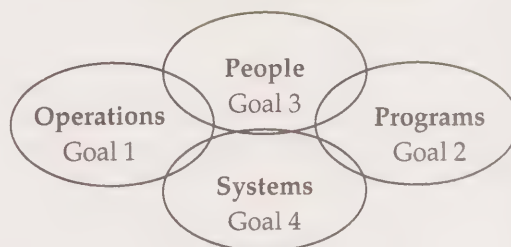
In addition to internal reforms, we have to be able to effectively respond to external changes. We are faced with an expanding economy that requires us to manage increases in workload and evolving government priorities that include budget reductions. We are also faced with responding to the restructuring of federal government, including the recent split of the Canada Customs and Revenue Agency into two separate agencies: the Canada Revenue Agency and the Canada Border Services Agency. While these factors are challenging, they present many opportunities for us to deepen innovation, while embracing change. It is within this context that the *Sustainable Development Strategy 2004-2007* will unfold, and as such, takes into consideration internal and external realities. The goals and objectives of the strategy are designed to support the objectives of the CRA.

What we will do

Using the results and recommendations from our internal and external assessments, we embarked on the preparation of our third strategy document. Our main purposes for this strategy were twofold – firstly, to build on the directions established in the last strategy document and, secondly, to close gaps. The CRA's *Sustainable Development Strategy 2004-2007* is, therefore, an update of the second strategy. It commits the CRA to staying the course and deepening its commitment to integrate sustainable development principles into its operations and service delivery to the public.

Sustainable Development Strategy 2004-2007 is a four-part interconnected agenda that focuses on our internal operations, service delivery to the public, our people, and modern sustainable development management to hold it all together.

Interconnected Goals

Operations Goal 1 · People Goal 3 · Programs Goal 2 · Systems Goal 4

The four goals of the strategy will take us to the following results and long-term outcomes:

Goals	Results by 2007	Long-term Outcomes	
1. Reduce the effects of our operations on land, air, and water.	We will achieve systematic management of the effects our operations have on the environment, including strengthened best practices and corrective measures.	We will achieve a sustainable environmental footprint of our operations, while conserving our use of natural resources.	
2. Our programs demonstrate sustainable service delivery.	We will increase our sustainable service delivery commitment to the public by systematically measuring paper savings, influencing our negotiations with partners, and piloting sustainable employee work travel.	We will achieve efficient and innovative programs, policies, and plans.	**VISION:** To be a globally recognized organization for best practices for sustainable development.
3. All employees apply sustainable development in their jobs.	We will achieve stronger leadership and greater buy-in from management and employees. We will continue to improve tools and internal communications for sustainable development.	Sustainable development is part of our corporate culture.	
4. Modern systems that support and maintain sustainable development.	We will complete our sustainable development framework and move to fully electronic reporting systems for sustainable development. We will continue to integrate sustainable development into our business planning and reporting processes.	We will achieve efficient and innovative programs, policies, and plans. We will achieve transparent management of results through triple bottom-line reporting (economic, social, environmental).	

Our four goals are supported by nine objectives and 22 targets. Each target has a series of annual activities, as outlined in the CRA Sustainable Development Action Plan. The goals and objectives are long-term and will reasonably overlap into future sustainable development strategies. Our aim is to seamlessly integrate sustainable development targets and activities into the CRA's business lines (see Appendix 1: Corporate profile) where they will become business as usual. When we arrive at this stage, sustainable development will truly be a part of our corporate culture.

> **For more information on the CRA Sustainable Development Action Plan, visit our SD Web page at http://www.cra-arc.gc.ca/agency/sustainable/menu-e.html**

Goal 1: Reduce the effects of our operations on land, air, and water

Our objectives for Goal 1 are twofold:

> With more than 40,000 employees and over 200 offices across Canada, the CRA is like a small city. We have a significant environmental footprint, which can be reduced by adopting best practices.

- to reduce waste and ensure efficient use of resources; and

- to comply with environmental legislation and regulations.

During the last strategy, we significantly advanced our Environmental Management System (EMS) by implementing Environmental Management Programs (EMPs) for the significant aspects of our operations. In this strategy, the EMS will be our vehicle for systematic environmental management and continual improvement. It will enable us to systematically meet our best practice commitments for fleet, outside emissions, solid waste, procurement, and paper. The EMS will also enable us to meet our compliance commitments for halocarbons and hazardous waste. Past experience has proven that greening our operations is challenging; however, this third strategy situates us to meet this continuing challenge with progressive best practices and innovation.

We will cultivate partnerships with departments to help us become a leader in environmental stewardship. We will partner with Transport Canada to develop a commuter options program for CRA employees, and Environment Canada will help us to implement our plans to reduce greenhouse gas emissions.

Achieving success and innovation in reducing the effects of our operations on land, air, and water is important for us to be able to reach our vision of being a globally recognized organization for best practices in sustainable development. The following table shows our transition between the last strategy and the new strategy for sustainable operations.

SD Strategy 2001-2004	SD Strategy 2004-2007	Improvement
Substantially established Environmental Management System	Fully established Environmental Management System	Complete all elements of Environmental Management System cycle
Established inventories and baselines	Maintain and update inventories and baselines	Systematic sustainable development best practices for our operations
Moderate corrective actions and best practices for sustainable development in operations	Increased best practices for sustainable development in operations	

Objective 1.1 Reduce waste and ensure efficient use of resources

Target 1.1.1 Annually continue to reduce gasoline consumption by the CRA on-road fleet
Performance indicator: Percentage of Fleet Environmental Management Program targets completed each year
Performance measure: Litres per kilometre of gasoline consumed; and reduction in GHG emissions
Data collection method: Reports from fleet management database system

Target 1.1.2 Reduce outside emissions (GHGs) as a result of employee travel by March 31, 2007
Performance indicator: Percentage of Outside Emissions Environmental Management Program targets completed each year; and number of unique hits to the CRA commuting Web site
Performance measure: Percentage of reduction of outside emissions (GHGs)
Data collection method: Survey

Target 1.1.3 Divert solid waste from landfill by an average of 60% in selected facilities occupied by the CRA, by March 31, 2007
Performance indicator: Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year
Performance measure: Average diversion rates at participating facilities
Data collection method: Waste audits

Target 1.1.4 Strengthen implementation of the *CRA Acquisition of Goods Policy* and *Green Procurement Guidelines/Procedures*, by March 31, 2007
Performance indicator: Percentage of Green Procurement Environmental Management Program targets completed each year
Performance measure: Percentage of 'green' products purchased
Data collection method: Reports from online ordering system

Target 1.1.5 Annually improve electronic capabilities of internal forms and publications
Performance indicator: Annual number of internal forms and publications enhanced to electronic use
Performance measure: Paper saved through use of electronic forms, publications, and systems
Data collection method: Publishing and ordering reports from the Corporate Administrative Systems

Target 1.1.6 Reduce internal consumption of paper (printing and photocopying) by 2% per employee based on the national baseline year (2001-2002), by March 31, 2007
Performance indicator: Percentage of Paper Environmental Management Program targets completed each year
Performance measure: Percentage of reduction in paper consumption per employee
Data collection method: Paper purchases reports

Objective 1.2 Comply with environmental legislation and regulations

Target 1.2.1 Annually prevent release of halocarbons into the atmosphere
Performance indicator: Number of Halocarbons Release Reports sent to Environment Canada
Performance measure: Annual number and amount of halocarbon releases
Data collection method: Compliance assessments

Target 1.2.2 Reduce the use of hazardous substances, where feasible, and properly dispose of hazardous waste, by March 31, 2007
Performance indicator: Percentage of Solid and Hazardous Waste Environmental Management Program targets completed each year
Performance measure: Number of hazardous substances and amount of hazardous waste managed under best practices
Data collection method: Hazardous substances and hazardous waste survey

Goal 2: Our programs demonstrate sustainable service delivery

The objectives for this goal are threefold:

- to enable efficient and innovative program delivery;

- to enhance partnerships to support shared sustainable development objectives; and

- to communicate our sustainable development commitment to the public.

The CRA's core business is to deliver tax and benefits programs and services. As a major institution, we have a responsibility to deliver our programs in a sustainable way. In assessing performance on targets from the last strategy, we realized that success in the program area was a function of how well employees understood sustainable development and were able to integrate criteria into programs, policies and plans. Results in this area were ad-hoc; therefore, we will continue to pursue this initiative with a more systematic approach.

> As the administrator of the Government of Canada's tax and benefits programs and services, the CRA has significant interaction with the Canadian population.

To strengthen this goal, we will increase support to our program areas. We will focus on establishing measures to assess the environmental impacts and opportunities of Electronic Service Delivery (ESD) options, especially as it relates to paper use in tax filing services. We will also partner with Environment Canada to research and pilot sustainable work/travel arrangements for auditors, with a view to using the solution Agency-wide. Finally, we will embark on modest external communications by using our Web site to let the public know about our commitment to sustainable development.

The following table shows our transition between the last strategy and the new strategy for sustainable service delivery.

SD Strategy 2001-2004	SD Strategy 2004-2007	Improvement
Ad-hoc inclusion of sustainable development considerations into negotiations with partners	Establish process for integrating sustainable development criteria into negotiations with provincial, territorial, and other government department	Increase support and guidance for integrating sustainable development criteria into negotiations with partners
Ad-hoc sustainable service delivery – reducing paper use	Adopt a systematic approach to sustainable service delivery – measuring and reducing paper use and promoting sustainable work travel	Establish a measure for paper savings of certain electronic service delivery options, and promote sustainable work travel
No commitment in the strategy	Communicating CRA's sustainable development commitment to the public	Start communicating to the public about CRA's sustainable development commitment

Objective 2.1 Enable efficient and innovative program delivery

Target 2.1.1 Promote sustainable work and travel arrangements among auditors in the Corporate Audit and Evaluation Branch by March 31, 2007
Performance indicator: Percentage of targeted audience who received communications materials
Performance measure: Percentage of auditors using sustainable work and travel arrangements
Data collection method: Survey and reports from the Corporate Administrative Systems

Target 2.1.2 Reduce paper use in tax and benefits program delivery by March 31, 2007
Performance indicator: Increase availability of electronic service delivery
Performance measure: Reduction of paper use in program delivery
Data collection method: Paper purchases for programs

Objective 2.2 Enhance partnerships to support shared sustainable development objectives

Target 2.2.1 Integrate sustainability criteria into negotiations, discussions, partnerships, and decision-making with provinces and territories and other government departments/agencies on CRA business by March 31, 2007
Performance indicator: Inclusion of sustainable development criteria into negotiation/partnership guidelines
Performance measure: Number of negotiations, discussions, partnerships, decision-making with partners that include sustainability criteria
Data collection method: Identified reports that include sustainability criteria, as negotiated

Objective 2.3 Communicate our sustainable development commitment to the public

Target 2.3.1 Convey our SD commitment to the public by March 31, 2006
Performance indicator: Increase sustainable development content on the CRA external Web site
Performance measure: Percentage of public who perceive the CRA as being committed to sustainable development
Data collection method: CRA annual survey

Goal 3: All employees apply sustainable development in their jobs

Our objectives for this goal are twofold:

- to demonstrate leadership and commitment to sustainable development; and

- to raise the level of employee involvement and support for sustainable development.

> Behaviour change is key to having employees apply sustainable development in their jobs. To make this happen, they must have a general appreciation for the principles of sustainable development, the effects of their decisions, and what they can do to make a positive difference.

The overall purpose for this goal remains similar to that of the last strategy – to raise awareness and involvement among the CRA employees, using management leadership as a key lever. In the previous strategy, we articulated this goal in two separate goals[7]. For this strategy, we have combined these two areas – employees and managers – into one goal. We will strengthen sustainable development responsibilities in performance agreements, as a main opportunity for engaging leadership from management. While this activity is a carry-over from the last strategy, our success in getting these responsibilities into performance agreements has been average, and, as such, we will continue to pursue this activity. To ensure stronger engagement, we have appointed senior Champions for sustainable development at the Assistant Commissioner level.

We will increase general employee awareness by strengthening the SD Network, continuing our implementation of the Learning Strategy for Sustainable Development, and furthering employee recognition. Again, these targets are carry-overs from the last SD Strategy, as we feel that we have more work to do to achieve meaningful results in this area. Investing in employee learning is the key to our sustainable development success thus far and for the future.

In our Learning Strategy for Sustainable Development, we defined learning as having two components – general awareness and training. We will streamline our learning efforts by using a communications strategy to guide general awareness[8] and to develop a learning plan/curriculum to guide training needs for targeted employees. We will also integrate sustainable development content into existing learning courses across the CRA. One such avenue is the Core Learning Program for the newly created Management Group. Finally, we will intensify our efforts to promote recognition for sustainable development initiatives by using existing employee recognition programs at the national, branch, and regional levels.

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[7] For *SD Strategy 2001-2004*, Goal 1 was to Prepare Managers and Goal 2 was to Enable Employees to contribute to sustainable development.
[8] This is a combination of events, communiqués, presentations and awareness sessions.

We will pursue some new areas of focus for employee awareness. Firstly, we will integrate sustainable development messages into certain areas of the hiring process for new employees. It is envisioned that this will obligate new employees to learn about the CRA's sustainable development objectives, while simultaneously communicating our commitment to the public. Secondly, we will explore an SD Innovation Fund as a way to support innovative solutions for sustainable development in the workplace. The following table shows our transition between the last strategy and the new strategy for employee engagement in sustainable development.

SD Strategy 2001-2004	SD Strategy 2004-2007	Improvement
Average commitment and leadership from management in their performance agreements	Committed leadership from management in their performance agreements	Target performance agreement guidelines for sustainable development inclusion, and increase leadership visibility of management
No commitment in the strategy	Begin to communicate the CRA's sustainable development commitment in the employee-hiring process	Target new employees as a way to increase employee awareness of sustainable development
Supported the SD Network	Strengthen the SD Network	Enhanced support, tools, and training for the SD Network, and explore the establishment of an SD Innovation Fund
Developed/implemented a Learning Strategy for Sustainable Development	Develop learning plan, a curriculum, and a communications strategy to effectively implement the Learning Strategy for Sustainable Development	More focused and strategic sustainable development learning, which targets the new Management Group
Ad-hoc recognition of employee contributions to sustainable development	Meaningful recognition of employee contributions to sustainable development	Formalize and intensify recognition of employee contributions to sustainable development

Objectives 3.1 Demonstrate leadership and commitment to sustainable development

Target 3.1.1 CRA leaders will demonstrate their support for SD in the workplace by March 31, 2007
Performance indicator: Percentage of Assistant Commissioners, EX, SM, and MG contracts that include sustainable development commitment(s)
Performance measure: Percentage of annual branch/regional sustainable development commitments completed
Data collection method: Annual branch/region sustainable development reports

Target 3.1.2 Integrate SD messages into processes for attracting new employees by March 31, 2006
Performance indicator: SD content integrated into certain templates/guidelines in the hiring process
Performance measure: Number of new employees exposed to SD messages in the hiring processes
Data collection method: Human resources statistics

Objective 3.2 Raise the level of employee involvement and support for sustainable development

Target 3.2.1 Annually strengthen and support the national SD Network, other SD committees, and grassroots employee efforts in all branches and regions

Performance indicator: Percentage of annual branch/regional sustainable development commitments completed, and other grassroots initiatives reported

Performance measure: SD Network's level of satisfaction with support from the SD Division

Data collection method: Annual branch/regional sustainable development reports

Target 3.2.2 Annually implement the Learning Strategy for Sustainable Development

Performance indicator: Number of unique hits to the main page of the SD Web site (national knowledge centre for sustainable development at the CRA); and number of CRA learning courses that include sustainable development content

Performance measure: Percentage of employees who are aware of the CRA sustainable development program

Data collection method: Employee awareness survey

Target 3.2.3 Annually recognize employees; and improve opportunities to recognize employee contributions to sustainable development in the workplace by March 31, 2006

Performance indicator: Number of recognition programs available for sustainable development

Performance measure: Number of employees recognized for their sustainable development contribution at the CRA, and type of recognition received

Data collection method: Annual branch/regional sustainable development reports

Goal 4: Modern systems that support and maintain sustainable development

Our objectives for Goal 4 are twofold:

> The most effective way to integrate sustainable development into CRA systems is to make sustainability criteria central to the decision-making process.

- to monitor, measure, and report our sustainable development progress; and

- to assess the economic, social, and environmental effects of our programs, policies and plans by integrating sustainable development into key corporate planning tools.

These objectives continue from the last strategy where they were included as targets for the goal of preparing managers. We have already made great strides in formalizing a reporting system for sustainable development, which allows branches and regions to use an internal web-based reporting tool to report performance on targets in their action plans. In this strategy, we will consolidate electronic reporting for sustainable development by developing a roll-up and

analysis tool for the CRA-wide action plan[9]. We will also develop and implement an electronic system to enhance performance monitoring and reporting for the Environmental Management System.

We plan to include sustainable development criteria in processes for developing the CRA programs, policies, and plans. In the last strategy, we realized that the low level of success in this area was directly related to the lack of clear definitions, inadequate understanding of issues, and not knowing how to use the tools. In the third strategy, we will refine definitions for sustainable development criteria, provide more useful tools, and educate users on the effective application of the tools[10]. We see this as a strategic way to enable planners and policy makers to include sustainable development criteria and alternatives from the early stages of program and policy design and development. To assess how well sustainable development considerations are being integrated into programs, we will develop an audit program and measure progress over time. The following table shows our transition between the last strategy and the new strategy for modern management of sustainable development.

SD Strategy 2001-2004	SD Strategy 2004-2007	Improvement
Partial electronic performance reporting and monitoring systems for the Sustainable Development Strategy	Full electronic performance reporting and monitoring systems for the Sustainable Development Strategy and the Environmental Management System	Use of technology to strengthen performance reporting process for the Sustainable Development Strategy and the Environmental Management System
Ad-hoc integration of sustainable development considerations into key corporate management tools	Systematic integration of sustainable development criteria into key corporate management tools	Refine definitions and provide better tools and support to integrate sustainable development into programs, policies and plans
Developed sustainable development line of enquiry for internal audits	Develop audit program to support sustainable development line of enquiry for internal audits	Develop an audit program and procedures to capture more sustainable development information from internal audits

Objective 4.1 Monitor, measure, and report our sustainable development progress

Target 4.1.1   Implement a national online data management system for the SD Strategy 2004-2007 by March 31, 2005
Performance indicator: Timely sustainable development reports
Performance measure: Meet reporting timelines of the CRA and the Commissioner of the Environment and Sustainable Development
Data collection method: Assessment of the data management system

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[9] Each branch and region of the CRA has an individual sustainable development action plan, which is guided by the CRA-wide SD Action Plan.
[10] The *SD Checklist* and *SD Lens* are two existing tools.

Target 4.1.2 Develop and improve upon the CRA's Environmental Management System by March 31, 2006
Performance indicator: System improvement completed as scheduled
Performance measure: Timely reporting of Environmental Management Program targets
Data collection method: Environmental Management Program reports and audit results

Target 4.1.3 Update the Sustainable Development Strategy for 2007-2011 by December 31, 2006
Performance indicator: Percentage of recommendations addressed from the internal audit of the SD Strategy 2004-2007; and the SD Strategy 2007-2011 tabled in the House of Commons
Performance measure: Favourable review of the SD Strategy by the Commissioner of Environment and Sustainable Development (CESD)
Data collection method: Assessment by the CESD and audit

Objective 4.2 Assess the economic, social, and environmental effects of our programs, policies and plans

Target 4.2.1 Integrate sustainability criteria into the CRA programs, policies, and business plans, by March 31, 2007
Performance indicator: Sustainability criteria defined and included in key templates, guidelines, planning tools, etc.
Performance measure: Number of new programs, policies, and plans developed using sustainability criteria
Data collection method: Branch/regional sustainable development reports, and CRA Annual Reports

Target 4.2.2 Develop and implement a line of enquiry procedure into corporate audit and evaluation processes to capture information on the level of SD integration in programs and operations by March 31, 2007
Performance indicator: Sustainable development line of enquiry procedure included in corporate audit and evaluation processes; and percentage of auditors who received communications materials on the new audit procedure
Performance measure: Level of sustainable development integration into programs and operations
Data collection method: Internal audit reports

Sustainable development road map

The diagram below shows our progress in sustainable development over the last two strategies as well as where the current strategy will take us, and where we want to go in the future. In the long-term, our sustainable development strategies should help us to achieve recognition as a best practices organization for applying the principles of sustainable development to operations and service delivery.

Past strategies → Current strategy ↓ Future strategies →

	2000 SD Strategy #1	2004 SD Strategy #2	2007 SD Strategy #3	2011 SD Strategy #4	Beyond Long-term outcome
Environmental Excellence in Operations	We identified the significant environmental aspects of our operations, began to examine the issues for each aspect, and we implemented crisis management measures.	We completely examined issues for each environmental aspect, and established environmental management plans. We implemented corrective measures, and adopted moderate best practices to reduce the effects of our operations on the environment.	We will achieve systematic management of the effects of our operations on the environment, strengthened best practices, and corrective measures.	We will pursue continuous improvement and innovation in reducing the effects of our operations on the environment, and ensuring efficient use of resources.	**We will achieve a sustainable environmental footprint of our operations, while conserving our use of natural resources.**
Sustainable Service Delivery (Tax, Benefits and Other Services)	Our sustainable development plans did not target our services to the public; however, we used electronic tools for service delivery.	We began targeting our programs for ad-hoc paper savings in service delivery to the public, and we increased our use of electronic tools for service delivery.	We will increase our sustainable service delivery commitment to the public by systematically measuring paper savings, influencing our negotiations with partners, and encouraging employees to practice sustainable work travel.	We will continue to enhance our services to the public by deepening our commitment to sustainable and innovative service delivery.	**We will achieve efficient and innovative programs, policies, and plans.**
Employee Engagement	We provided minimal education to employees on sustainable development.	We developed numerous tools and distributed information on sustainable development to employees, and realized more employee buy-in.	We will achieve stronger leadership and greater buy-in from employees and management. We will continue to improve tools and internal communications for sustainable development.	We will sustain leadership from employees and management, and continue to educate and motivate a workforce that is skilled in applying sustainable development in their work.	**Sustainable development is part of our corporate culture.**
Modern Sustainable Development Management	We began to assess requirements for managing sustainable development and used manual reporting systems to monitor progress on achieving targets in the SD Strategy.	We mostly completed our sustainable development framework (e.g., policies, processes, strategies and plans), and partially replaced our manual reporting systems with electronic systems. We began minimal integration of sustainable development in programs, policies and plans.	We will complete our sustainable development framework and move to full electronic reporting systems. We will continue to integrate sustainable development into our business planning and reporting processes.	We will pursue continuous improvement of our sustainable development framework and reporting systems and significantly integrate sustainable development into the Corporate Business Plan and Annual Report.	**We will achieve efficient and innovative programs, policies and plans.** **We will achieve transparent management of results through triple bottom line reporting (economic, social, and environmental).**

Performance measurement

What can be measured can be improved – this is the basic principle that guides our plan to establish good measures as well as the necessary systems to tell us how well we are meeting our objectives. In our last strategy, most of what we called measures were, in fact, indicators. We did this because we were not in a position to measure the effect of our actions. We have progressed in this area over the last three years, but we still have a lot of work to do before we are fully in command of sustainable development performance measurement.

For this third strategy, we have strengthened our performance measurement by ensuring that each target is assigned a performance indicator, performance measure, and a data collection method. In addition, each target is supported by numerous activities, each of which has assigned accountability and outputs. More information on the CRA Sustainable Development Action Plan can be found on the CRA SD Web page at **http://www.cra-arc.gc.ca/agency/sustainable/menu-e.html**.

To measure sustainable development performance over time, it is important to establish baselines against which progress can be periodically tracked. For **Goal 1**, we have already established baselines for three of our seven environmental aspects. They are fleet, internal paper use, and halocarbons.

We have information on our fleet size and the types of vehicles and the fuel they use, where these vehicles are and how many kilometres they have. Our ultimate measure for fleet efficiency will be fuel use per distance travelled. The baseline for internal use of paper was established for the 2001-2002 fiscal period. The baseline for halocarbons is based on inventories against which we will measure our annual targets.

For the environmental aspects where we do not have baselines, we will establish measures for them. We are working on measurements for procurement with Sustainable Development Government Operations (SDGO) – a federal interdepartmental group tasked with identifying and adopting common sustainable development measures and reporting methods for government. Until such time as a measure is established for procurement, we will continue to use indicators such as the number of green contracts, Requests for Proposals (RFPs), and quantity of green products available. This information is becoming increasingly available in the new web-based ordering system, which has come on board as one of the deliverables of the Agency's Administrative Reform and Renewal change agenda. We plan to establish a baseline for outside emissions caused by employee travel by March 2006, and by March 2007, a baseline inventory for solid and hazardous materials.

Given that the CRA offers varied services to the public, it is not feasible to measure all of the environmental effects at once. For **Goal 2**, we will begin by measuring paper savings and assessing the environmental effects of the CRA's drive towards electronic service delivery, specifically in our tax filing services. These kinds of analyses will provide our program areas with information to better inform their program development and delivery. The CRA conducts an annual client satisfaction survey, and we intend to use this medium to assess the CRA's public image as an organization that is committed to sustainability.

In **Goal 3**, all the main objectives ultimately support employee awareness and involvement in sustainable development, including leadership from management. We will establish baselines figures for employee awareness by March 2004, and measure changes over time through an annual survey.

For **Goal 4**, measuring the effectiveness of electronic systems to track performance will be determined by whether systems were established as planned and targets reached on time. In terms of facilitating the measurement of sustainable development in programs, policies, and plans, our main indicator will be the presence of sustainable development considerations in key CRA planning tools, and the ultimate measure will be the tabling of triple bottom line (economic, social, and environmental) annual reports. These reports are a transparent way of reporting on all the effects of our business. We will use internal audit reports to inform us of the extent to which various areas are using sustainable development principles to guide their planning and decision-making activities.

Implementation strategies – how will we do it?

While the targets describe *what* the CRA is committing to do for sustainable development over the next three years, the implementation strategies set out *how* the CRA will achieve these targets. The six mini-implementation strategies are:

1. **Engage leadership from management**: Where there is buy-in and leadership from management, there will be greater employee involvement and support. We will target management mainly through performance agreements and awareness presentations. The SD Champions will be a crucial factor in engaging management and staff. Including sustainable development in the learning materials of the new Management Group is another strategy we will use.

2. **Ensure effective and creative communications**: Communicating sustainable development opportunities to all employees is the axis upon which the success of the sustainable development strategy rests. A communication strategy for sustainable development will guide all communications efforts, while the Learning Strategy for Sustainable Development will direct all learning efforts. We will use a variety of communications options to ensure that we reach the maximum number of employees in resource efficient ways (e.g., online learning). The learning activities will be focused on integrating sustainable development into existing and new learning programs of the CRA. This integrative approach best demonstrates the applicability of sustainable development to our business.

3. **Provide simple and effective tools and support**: We need tools to support and sustain employee awareness, and we must create new opportunities that will allow employees to apply what they know. The SD Division will continue to build on existing tools and opportunities that will capture the imagination of both management and employees and make it easier for them to apply the principles of sustainable development to daily tasks.

4. **Support and enhance our national SD Network**: The SD Network is a committed network of employees that collectively represents all branches and regions of the CRA. Our SD Network is the main vehicle for promoting sustainable development within the CRA. It is important that we provide the necessary support to deepen the SD Network's effectiveness, as it is the means by which we can reach all employees. We will increase opportunities to network ideas and best practices and train their local SD Committees. We will also explore establishing an SD Innovation Fund that would make resources available to fund initiatives and ideas.

5. **Target systems and templates as a means to integrate sustainable development into CRA's planning activities**: Integrating sustainable development into systems, processes, templates, and management tools (e.g., a policy development template) is perhaps one of the most important strategies. Simply stated, when sustainable development is a part of these tools/templates, it becomes part of the normal planning process.

6. **Assign appropriate resources**: Emphasis will be placed on assigning sufficient and appropriate staff and funding. This is necessary to realize the objectives of the strategy within the given timeframe. As sustainable development is a shared responsibility across the CRA, it is important that we sustain appointed representation in each branch and region.

Implementation responsibilities – who will implement the strategy?

As directed by the SD Policy, the *Sustainable Development Strategy 2004-2007* will be implemented with cooperation from the entire organization. To reach our goals, we have outlined a CRA-wide action plan that includes objectives, targets, and activities. To implement the activities, we have identified Offices of Primary Interest (OPI), Offices of Collaborating Interest (OCI), and partners. OPIs are responsible for taking the lead in implementing identified activities and are fully accountable for their completion. OCIs are accountable for providing support to the OPI to complete the activity while partners will be approached by the OPI for their input.

The main implementing groups for the strategy are:

- **Sustainable Development Champions:** A senior-level executive's role, the Champions are spokespersons for sustainable development across the Agency and communicate our sustainable development values to the public and our partners. Through their leadership, the Champions will move the CRA closer to making sustainable development part of its corporate culture and to achieving its vision.

- **Sustainable Development (SD) Division**: This is a dedicated group in Headquarters who coordinates the implementation of the sustainable development strategy. It is situated within the Real Property and Sustainable Development Directorate of the Finance and Administration Branch. The Division has three units that oversee three main areas of the strategy:

  The **Sustainable Development Unit** directs implementation of the overall sustainable development strategy, with specific focus on Goals 2, 3, and 4 (programs, employees, and systems).

The **Environmental Management System Unit** directs the policy, planning, measurement, and review for Goal 1 (operations).
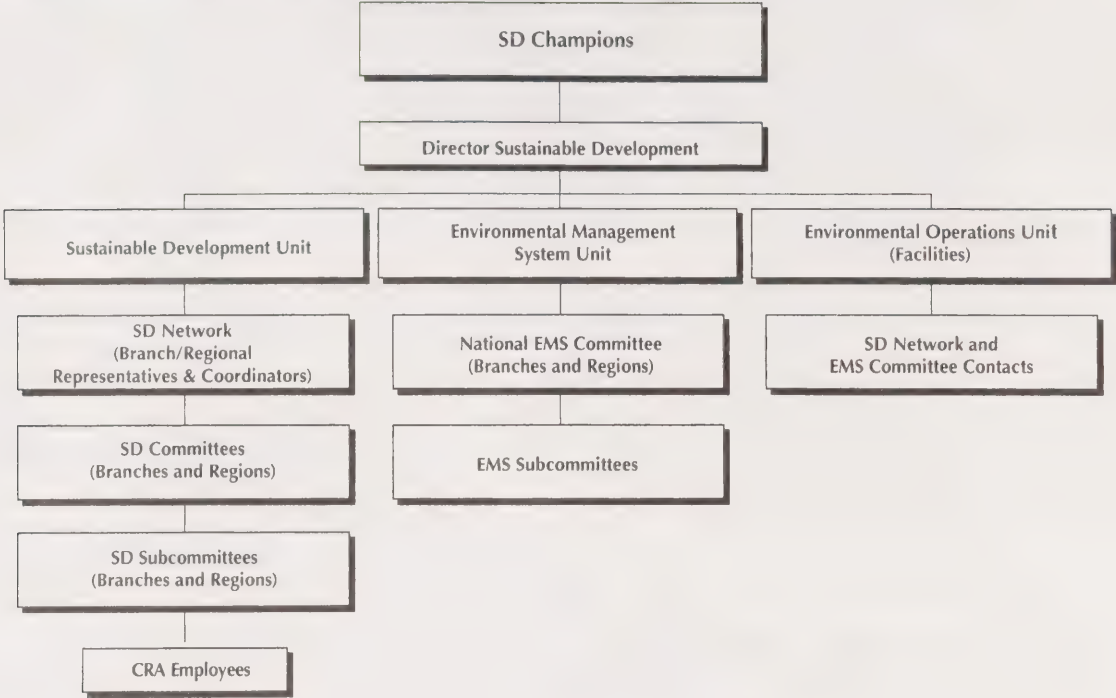
The **Environmental Operations Unit** directs the implementation of specific environmental initiatives relating to Goal 1 (operations). They do this by addressing environmental aspects relating to facilities that may involve Headquarters and/or the regions, and our service provider.

The SD Division is responsible for updating the strategy at least every three years, coordinating its implementation, and consolidating Agency-wide information on sustainable development performance for annual reports to Parliament, the Board of Management, and employees. It is also responsible for responding to audit enquiries from both Internal Audit and Program Evaluation, and the Commissioner of the Environment and Sustainable Development. The SD Division also leads sustainable development communications, learning efforts and events, provides expertise and advice, responds to client requests, and provides leadership and technical support to the SD Network.

- **SD Network**: Each CRA branch and region prepares a sustainable development action plan that directly supports and feeds into the national SD Strategy and Action Plan. To implement these action plans, each branch, region, and operational function within the CRA has appointed an SD Representative and an SD Coordinator. These two positions represent the main vehicle for bringing sustainable development to employees and receiving their feedback. The SD Representatives are selected from within the management cadre. They are responsible for coordinating sustainable development planning and reporting within their area of responsibility, as well as obtaining requested senior management approval. An appointed SD Coordinator supports the SD Representative by coordinating the implementation of the activities of the branch/regional action plan. Most branches and regions have established sustainable development committees, and, in some cases, sub-committees to support their work.

- **National Environmental Management System (EMS) Committee**: This committee was convened to specifically address our operational Goal 1. It consists of representatives from each directorate within the Finance and Administration Branch in Headquarters, and each region, as well as from other selected branches in Headquarters such as Human Resources and Information Technology Branches. During the life of this strategy, we will invite members of the CRA program branches into this committee while we assess the effects of electronic service delivery options on paper use. Specifically, the role of this committee is to plan, approve, coordinate, implement, and review the EMS within their respective areas, as directed by the National EMS Coordinator within the SD Division. Subcommittees have been formed that have focused on specific environmental aspects such as procurement, fleet, and paper.

- **Branches**: Our branches integrate sustainable development into CRA business decisions. By integrating sustainable development into their functional areas of responsibility, branches can direct change at the corporate level. As part of their action plan for sustainable development, branches define specific roles for measuring, monitoring, and reporting on sustainable development commitments, and promoting awareness to their branch employees. They are responsible for consolidating their sustainable development performance information into a branch report for submission to the SD Division.

- **Regions**: Our regions are critical to the success of the SD Strategy. They comprise the bulk of the CRA population, deliver our programs, and work with local communities. Each region relies on the functional branch for support in identifying areas for improved service delivery. Actions are then included in a regional SD action plan. Regional offices define specific roles for measuring, monitoring, and reporting on sustainable development commitments, and promoting awareness at the local level. They are responsible for consolidating local information on sustainable development performance into a regional report for the SD Division in Headquarters.

- **Partnerships**: Partnering is a key principle for our SD Strategy implementation. The SD Division liaises with other government departments (OGDs) through various working groups. This helps to ensure that the strategy reflects the direction and priorities of the Government of Canada and other working partners. Branches and regions already partner with OGDs in their normal course of business. However, we have identified specific targets in our strategy for which we will partner with OGDs to advance sustainable development. These include our new partnership with Transport Canada to develop a commuter options program for the CRA, and Environment Canada to develop sustainable work/travel arrangements for auditors. We will also be strengthening our partnerships with provinces, territories and OGDs as we formalize sustainability criteria into the negotiating guidelines.

- **Management**: Planning and implementation of sustainable development at the CRA is guided by the input and direction of management at all levels, including the Board of Management.

- **Employees**: Sustainable development is a shared responsibility throughout the CRA. Employees are responsible for being aware of the principles of sustainable development, and for applying these principles in their work.

Sustainable development program organizational structure

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Appendix 1 – Corporate Profile

The CRA has the following business lines: Tax Services, Benefit Programs and Other Services, Appeals, and Corporate Management and Direction.

Tax Services

The two expected outcomes in Tax Services are that Canadians pay their fair share of taxes and that the tax base is protected.

Tax Services assists over 25 million individuals, businesses, trusts, and organizations to meet their obligations under the tax system. Each year, we collect some $300 billion in gross taxes and excise duties on behalf of the federal and provincial governments—the equivalent of about $1.2 billion every working day. We also administer billions of dollars in tax expenditures, such as scientific research and experimental development tax credits that generate refunds or reduce the amount of tax that would otherwise be owed.

Benefit Programs and Other Services

The expected outcome in Benefit Programs and Other Services is that Canadians receive their rightful share of entitlements.

Our legislative flexibility as an agency and the adaptability of our systems enable us to provide Canadians with a greater range of services on behalf of provinces, territories, and other government departments to reduce the overall costs to taxpayers and reduce duplication. The income-based benefits that we issue on behalf of federal, provincial, and territorial governments provide vital support to low and moderate-income families and individuals. Through programs that include the Canada Child Tax Benefit (CCTB), the goods and services tax/harmonized sales tax (GST/HST) credit, as well as 17 provincial and territorial benefit programs, we issue over $11 billion annually in tax-free benefit payments to over 10 million Canadians. In addition, our provincial and territorial partners also rely on us to transfer data that help them properly calculate social assistance. The departments of Social Development and Human Resources and Skills Development, formerly Human Resources Development Canada, engage us to issue rulings for the Canada Pension Plan and Employment Insurance programs respectively.

Appeals

The expected outcome for Appeals is that Canadians receive an impartial and timely review of contested decisions through our redress system. Our aim is to provide clients with a fair dispute resolution process. An impartial and timely process fosters trust in the integrity of our tax system, which helps promote voluntary compliance with these systems.

We review contested decisions in income tax, GST/HST, excise tax, excise duty and other special levies, Canada Pension Plan, and Employment Insurance cases. In addition, we are responsible for coordinating the CRA's Fairness Initiative, which includes the application of legislative provisions for forgiving interest and penalties to clients unable to comply with tax laws due to circumstances beyond their control. We also administer the Voluntary Disclosures Program, which allows clients to correct past errors or omissions and report without penalty their tax, duty, and other special levies obligations.

Corporate Management and Direction

The expected outcome in Corporate Management and Direction is that performance of our business services and operations is maximized through modern and innovative management approaches.

In this business line, we provide direction and executive oversight for all the CRA programs and services. We provide a range of internal services to employees and managers from strategic planning, performance reporting, human resources management, public relations, internal audit and evaluation activities, financial, and information management/information technology, to security and procurement, real property management and sustainable development services, and telephony systems and networks. In addition, Legal Services provides corporate legal counsel and advisory services. We also deal with access to information requests and monitor adherence to privacy legislation to ensure the CRA is safeguarding sensitive information.

Organizational Structure

The CRA has a mixed organizational structure to deliver the four business lines described in the preceding section. The organization is made up of Headquarters branches that provide functional direction and certain program delivery activities and the Regions, which are more focused on operational delivery of the business lines.
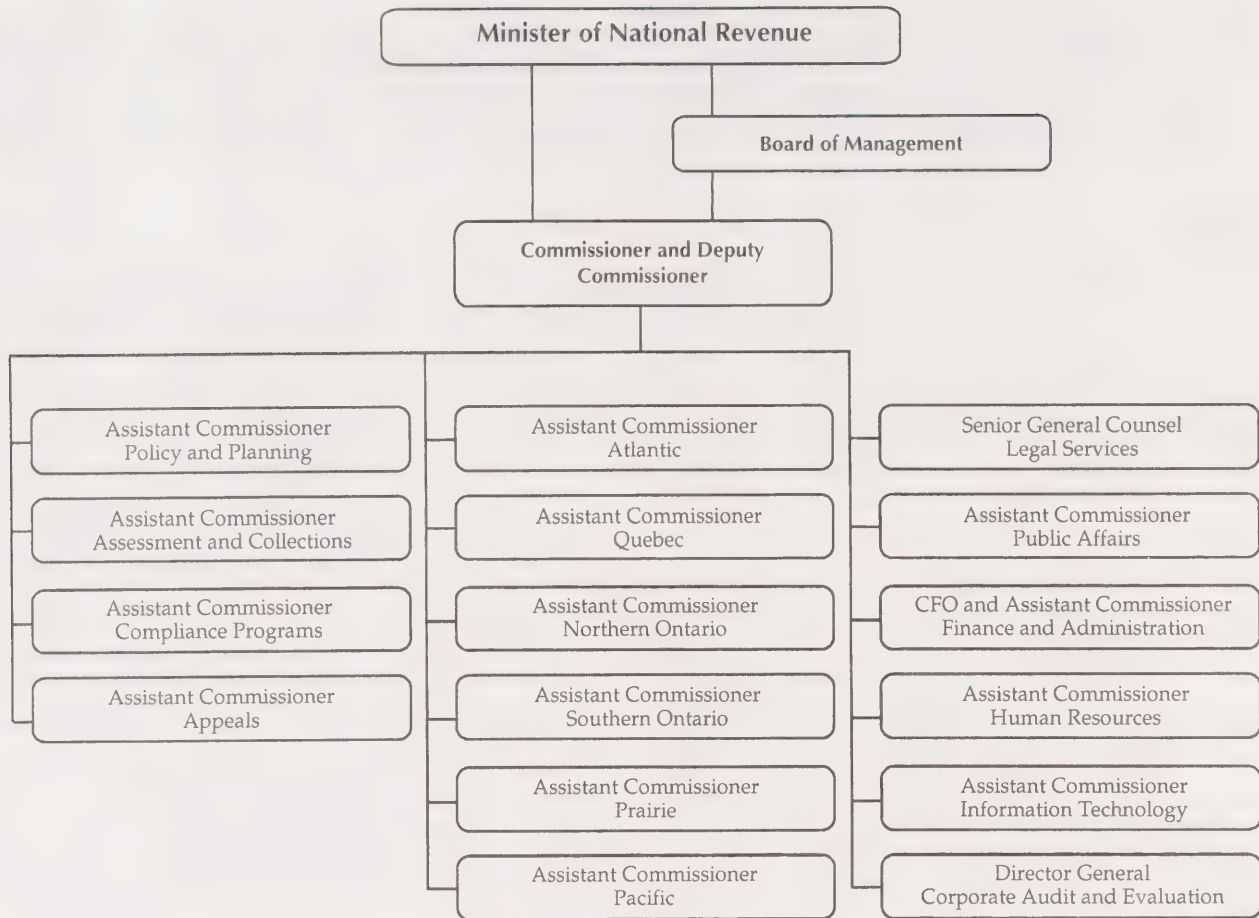
Branches

There are four functional branches—Assessment and Collections, Appeals, Compliance Programs, and Policy and Planning—and six corporate branches— Corporate Audit and Evaluation, Finance and Administration, Human Resources, Information Technology, Public Affairs, and Legal Services. An Assistant Commissioner heads each branch except Corporate Audit and Evaluation, which is headed by a Director General, and Legal Services, which is headed by the Senior General Counsel. All Headquarters Branch Heads are members of the Agency Management Committee. Headquarters Branch Heads, among their other responsibilities, carry out strategic planning for the functions assigned to them, develop annual business plans for their business line, function or program in consultation with the regions, and provide necessary support to regions to help them achieve targeted program results and client service standards. They also provide the regions with functional and technical advice and direction on specific program issues, and on selected case/file and risk management issues of national scope or importance or significant program impact, or of special significance, and on management of horizontal issues. They follow a corporate approach to planning, prioritizing, and resourcing.

Regions

The CRA also has six regions that deliver our programs and services to all Canadians: the Atlantic, Quebec, Northern Ontario, Southern Ontario, Prairie, and Pacific. An Assistant Commissioner heads each region and is a member of the Agency Management Committee. Among their other responsibilities, regional Assistant Commissioners establish a regional management structure consistent with program and corporate strategies, priorities, goals, and values.

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                      │  Commissioner and Deputy   │
                      │       Commissioner         │
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Assistant Commissioner Policy and Planning	Assistant Commissioner Atlantic	Senior General Counsel Legal Services
Assistant Commissioner Assessment and Collections	Assistant Commissioner Quebec	Assistant Commissioner Public Affairs
Assistant Commissioner Compliance Programs	Assistant Commissioner Northern Ontario	CFO and Assistant Commissioner Finance and Administration
Assistant Commissioner Appeals	Assistant Commissioner Southern Ontario	Assistant Commissioner Human Resources
	Assistant Commissioner Prairie	Assistant Commissioner Information Technology
	Assistant Commissioner Pacific	Director General Corporate Audit and Evaluation

The Office of Primary Interest for the environment and sustainable development is with the Chief Financial Officer and Assistant Commissioner of Finance and Administration Branch.

Appendix 2 – Consultations

The *Guide to Green Government*, a federal governance document, requires that departments and agencies perform internal and external consultations with prospective clients, partners, and other stakeholders on departmental priorities for sustainable development. In addition, the *Auditor General Act* requires that updates to sustainable development strategies be performed in consultation with stakeholders.

The Agency developed a consultation strategy to ensure that meaningful, efficient, and effective consultations took place throughout the development of its third sustainable development strategy. The strategy laid out a plan to consult primarily with internal stakeholders, as it was anticipated that our third strategy would continue to focus on internal issues and opportunities for sustainable development. The desired outcome of the consultations was to involve stakeholders in setting the direction for bridging the second and third strategies, and defining our future direction for sustainable development.

The Finance and Administration Branch, Real Property and Sustainable Development Directorate, Sustainable Development Division—Office of Primary Interest for Sustainable Development—led both internal and external consultations. The Sustainable Development Unit within the Sustainable Development Division coordinated consultations.

Internal consultations

Throughout the development of the sustainable development strategy, we received guidance and support from Senior Management and the Board of Management. This helped set our future direction for sustainable development, and explore how to ensure success when implementing the strategy.

We held five formal consultations with the Sustainable Development (SD) Network, which is made up of 48 appointed representatives from all business lines and regions of the Agency. These consultations enabled us to define a future direction for sustainable development, build content for the update of the strategy, and capture commitments for the action plan. We communicated with the SD Network through a consultation website with online feedback forms, face-to-face meetings, and a national internal Sustainable Development Forum held in May 2002. The SD Network consulted with their respective branch/regional sustainable development committees and senior management.

We also consulted with the national Environmental Management System Committee (EMSC). EMSC consultations were often more technical and mainly concerned Goal 1 of the strategy – to reduce the effects of our operations on land, air, and water.

We invited the SD Network and EMSC to provide input into the strategy updating process including assessing the second strategy; an issue scan; developing long-term outcomes, goals, and objectives; and developing shorter-term targets and activities for the action plan. Overall, we learned that no new issues had surfaced since our last consultation in 2000. We learned that we

still have much work left to do before we see final outcomes of our goals. This confirmed that the third strategy should be considered an update, and we should continue to focus on employee awareness and integrating sustainable development into our operations and programs.

Our consultations also revealed a need for increased employee awareness of sustainable development across the Agency. We were asked to provide more tools, guidance, and training for employees responsible for integrating sustainable development into their annual planning, reporting, and auditing functions. We were also asked to provide a more meaningful definition of sustainable development for employees so that they can understand how it relates to their work.

All employees were invited to comment on the strategy update through the internal SD Web site on InfoZone. In addition, we used various events throughout 2003 as opportunities to consult on ideas for the update of the strategy. Overall, few comments were submitted by employees. The comments that were received focused on specific issues such as the need for employee commuting options and reduction of internal paper use.

We plan to develop a communications strategy to launch the third sustainable development strategy in 2004 that will raise employee awareness and encourage on-going dialogue on our sustainable development initiatives. This feedback will help implement the sustainable development strategy over the next three years and strengthen planning for the 2007-2011 strategy.

External consultations

We did not undertake formal consultations with public stakeholders given the internal focus of the third strategy. However, we revised the sustainable development Web page on the external Agency Internet site and invited the public to submit ideas on the strategy update. We did not receive any comments.

To learn more about the traditional knowledge of Aboriginal peoples regarding the protection of the environment, we consulted an Aboriginal elder at a Kumik ceremony in Gatineau, Quebec in January 2003. The elder confirmed the basic yet necessary actions for sustainable development. She counselled us to be good custodians of the earth, and not to squander its resources. She advised us to continue to consult with Aboriginal elders about traditional knowledge during the implementation of the strategy, as we can learn much from their teachings.

To learn from other departments and explore commitments across government, we participated in several consultation sessions conducted by other federal government departments including the former department of Human Resources Development Canada, Public Works and Government Services Canada, and the Department of Finance. We also responded to invitations from several departments to comment on their draft strategies, attended all meetings held by the Interdepartmental Network of SD Strategies, and participated in discussions with other departments on shared commitments, common look and feel of federal strategies, setting priorities, and defining a federal vision for sustainable development.

In developing the strategy, we followed the Commissioner of Environment and Sustainable Development (CESD) guidance document *Sustainable Development Strategies: Making a Difference 2003*. The document guides federal departments and agencies in preparing their strategies. We also met with CESD auditors to review the expectations in the document.

In summary, we were able to secure some collaborative commitments with other government departments. The commitments are internal and fall within the scope of Goal 1 and Goal 2. We will partner with Environment Canada on climate change and greenhouse gas reduction targets and work travel initiatives, and with Transport Canada on developing an employee commuter options program.

We will continue to pursue ongoing dialogue on sustainable development with the extensive network of special interest groups and advisory committees and federal-provincial partnerships related to our business lines. We are addressing this issue in Goal 2: Our programs demonstrate sustainable service delivery. This relies on a high level of awareness and understanding of sustainable development issues and opportunities.

Feedback Form – We welcome your input...

We are very interested in knowing what you think about the CRA *Sustainable Development Strategy 2004-2007*. Please take a few minutes to complete this short questionnaire, and return it to us. You can contact us at:

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